Status of Women Canada

2007–2008
Departmental Performance Report

The Honourable James Moore
Minister of Canadian Heritage and Official Languages

The Honourable Helena Guergis
Minister of State (Status of Women)

Contents

Section I – Departmental Overview 1

Minister's Message 1
Management Representation Statement 3
Summary Information 4
SWC Program Activity Architecture Results Chain 5
Departmental Priorities 5
Summary of Departmental Performance 7

The Context 7
Opportunities and Risks 10
Departmental Priorities 11

Section II – Analysis of Program Activities by Strategic Outcome 13

Program Activity 1: Promote Equitable Public Policy 13

Perform Gender-based Policy Analysis 14
Coordinate Federal Government Activities and Report on Progress 16

Program Activity 2: Build Knowledge and Organizational Capacity on Gender Equality 18

Gather, Generate, and Disseminate Gender Equality Information 18
Fund Research and Community-based Action 19

Section III – Supplementary Information 27

Links to Government of Canada Outcomes 27

Section IV – Other Items of Interest 41

Program Delivery Model 41
Corporate Services 41

Human Resources 41
Information Technology 41
Communications 42
Looking Beyond Transition 42

Statutory and Departmental Reports 43
Contact Information for the 2007–2008 DPR 43

Annex A – Feedback on the 2007–2008 DPR 45

Section I – Departmental Overview

Minister's Message

Government of Canada / Gouvernement du Canada

As Minister of State (Status of Women), I am pleased to present Status of Women Canada's *Departmental Performance Report* for 2007–2008. The report outlines the important achievements of this agency over the last fiscal year and demonstrates how it continues to fulfill its mandate.

First, I would like to say that I am honoured to be appointed Minister of State (Status of Women). As the first ministerial post dedicated exclusively to the status of women, this designation represents Canada's continued commitment to advancing equality for women in our society.

The year 2007–2008 was a period of transformation for Status of Women Canada. Budget 2007 provided an additional $10 million in funding, bringing Status of Women Canada's total annual budget to a record $29.9 million.

The mandate of the Women's Program was revised and two new funding components were created: the Women's Community Fund and the Women's Partnership Fund. These changes enabled Status of Women Canada to broaden the reach of the Women's Program, to build strategic partnerships, to leverage resources and to achieve results that have a direct impact on women.

The Partnership Fund focuses on removing obstacles to women's full participation in all areas of Canadian life. In 2007–2008, 14 collaborative projects were undertaken under this Fund, all designed to create systemic changes for women across society. These projects benefited from new partnerships with seven federal departments, 13 provincial/territorial ministries and 39 private-sector and other organizations, leveraging $15.7 million in financial and in-kind contributions. With these strategic investments in women, we are contributing to Canada's success.

By helping various organizations take gender into account in the development, analysis and implementation of public policies and programs, we also made progress toward enhanced accountability on gender equality.

As one of the 15 member departments and agencies of the federal Family Violence Initiative, Status of Women Canada addresses the very serious issue of violence against women and girls in Canada. In 2007–2008, Status of Women Canada continued its work as Canada's voice in international fora and with our provincial and territorial partners to advance equality for women.

The results outlined in this report demonstrate our continuing commitment to women, their families and their communities. We will invest strategically in creating the conditions for success that will enable women to become full and active participants in all aspects of Canadian life. Canada's continued economic growth and prosperity depend on the very significant contributions of women.

... *continued*

In 2007–2008, as a Canadian Heritage Portfolio agency, Status of Women Canada contributed to the advancement of equality for women and their full participation in all areas of Canadian society. In the coming months, Status of Women Canada will continue to support Government priorities, focusing on advancing the economic security and prosperity of women, on promoting women's safety at home and in their communities, and particularly on ending violence against women and empowering women to assume leadership roles in Canadian institutions.

As a Canadian Heritage agency, Status of Women Canada has helped to create a more prosperous nation, where Canadians of all generations and all backgrounds can take part in the rich social, cultural and economic life this country has to offer.

The Honourable Helena Guergis
Minister of State (Status of Women)

Canada

Management Representation Statement

I submit for tabling in Parliament the 2007–2008 *Departmental Performance Report* for the Office of the Coordinator, Status of Women (Status of Women Canada).

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2007–2008 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance.
- It is based on the Department's Strategic Outcome and Program Activity Architecture that were approved by the Treasury Board.
- It presents consistent, comprehensive, balanced, and reliable information.
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it.
- It reports finances based on approved numbers from the Estimates and the Public Accounts of Canada.

_____

Clare Beckton, Coordinator

Summary Information

The role of the Office of the Coordinator, Status of Women (Status of Women Canada – SWC) is to promote the full participation of women in the economic, social, cultural, and political life of Canada. To play this role effectively, SWC works in collaboration with other federal departments and agencies, different levels of government, non-governmental organizations (NGOs), and the private sector. SWC also works with other countries and international organizations to meet Canada's international obligations and to further its domestic and foreign policies regarding equality for women and men.

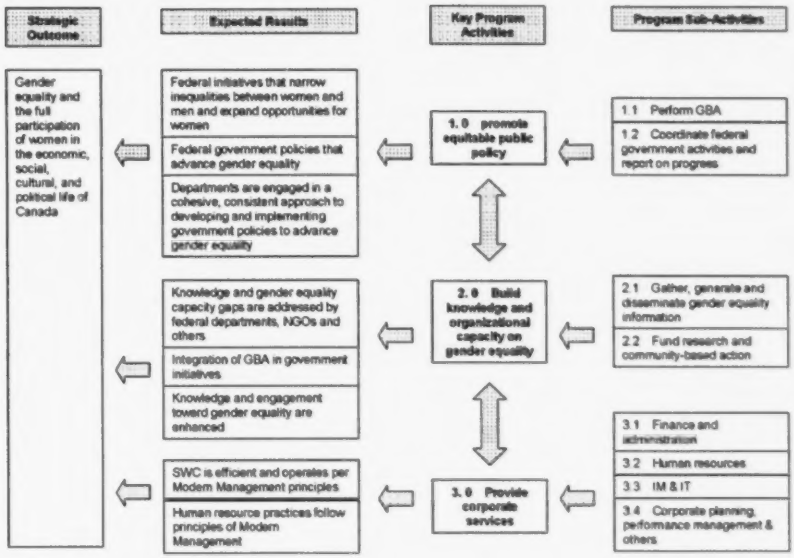
The legal mandate of SWC is "to coordinate policy with respect to the status of women and administer related programs." In fulfilling its mandate, SWC seeks to achieve an enduring benefit for Canadians, that of "gender equality and the full participation of women in the economic, social, cultural and political life of Canada." This strategic outcome requires the contributions of different players, and SWC's role is important in its realization. Thus, the SWC strategic framework identifies key expected results that serve as milestones to monitor progress and contribute to the achievement of this societal outcome.

This report provides performance information on the basis of the Management Resources and Results Structure (MRRS). The Program Activity Architecture (PAA) for 2007–2008 will be used to present the two program activities and their expected results and to demonstrate how these results contribute to the SWC strategic outcome. The PAA being reported on has changed for 2008–2009, and the modified activities will be presented in the next year's DPR. The SWC investment, both human and financial resources, towards the achievement of these results will also be presented, as will the alignment between SWC Program Activities and the Government of Canada outcomes.

The year 2007–2008 was a period of transition for SWC because of changes to its outcomes, funding mechanisms, organizational structure, governance, and human and financial resources. While carrying out its ongoing activities, SWC implemented the following four program and corporate priorities to enhance efficiency and improve results:

- Strengthen accountability in the federal government for gender-based analysis;
- Focus Women's Program funding on projects that enhance the full participation of women in Canadian society;
- Develop and implement a Values and Ethics Framework;
- Review and improve SWC Authorities and enhance understanding of Parliamentary supply processes.

SWC Program Activity Architecture Results Chain


Strategic Outcome
Expected Results
Key Program Activities
Program Sub-Activities
Gender equality and the full participation of women in the economic, social, cultural, and political life of Canada
Federal initiatives that narrow inequalities between women and men and expand opportunities for women
Federal government policies that advance gender equality
Departments are engaged in a cohesive, consistent approach to developing and implementing government policies to advance gender equality
1.0 promote equitable public policy
1.1 Perform GBA
1.2 Coordinate federal government activities and report on progress
Knowledge and gender equality capacity gaps are addressed by federal departments, NGOs and others
Integration of GBA in government initiatives
Knowledge and engagement toward gender equality are enhanced
2.0 Build knowledge and organizational capacity on gender equality
2.1 Gather, generate and disseminate gender equality information
2.2 Fund research and community-based action
SWC is efficient and operates per Modern Management principles
Human resource practices follow principles of Modern Management
3.0 Provide corporate services
3.1 Finance and administration
3.2 Human resources
3.3 IM & IT
3.4 Corporate planning, performance management & others

Financial resources 2007–2008 ($ millions)

Planned spending	Total authorities	Actual spending
19.9	30.1[a]	25.3

[a] Budget 2007 provided SWC with an additional $10 million in funding, bringing the total annual budget for SWC to $29.9 million. However, for 2007–2008, this amount does not include a transfer of $200,000 from the Department of Canadian Heritage for the development of Official Language Minority Communities (Interdepartmental Partnership with Official Language Communities), bringing to $30.1 million the total authorities for 2007–2008.

Human resources 2007–2008 (FTEs)

Planned	Actual	Difference
70	86	16

Departmental Priorities

Program priorities	Type	Status
1. Strengthening accountability in the federal government for gender-based analysis and the full participation of women in Canadian society.	Previously committed	Successfully met
2. Focus Women's Program funding on projects that will enhance the full participation of women in Canadian society.	Previously committed	Successfully met
Corporate priorities	**Type**	**Status**
3. Develop and apply the Values and Ethics Framework to work and decision-making practices.	Previously committed	Successfully met
4. Review and improve authorities and supply processes.	Previously committed	Successfully met

The following table shows the two program activities with their corresponding results and the links with the 2007–2008 priorities. As well, planned and actual spending are identified.

Program Activities by Strategic Outcome

Strategic Outcome: Gender equality (GE) and the full participation of women in the economic, social, cultural, and political life of Canada.

Program activity	Expected results	Performance status	2007–2008 Planned spending	2007–2008 Actual spending	Contributes to the following priority
Promote equitable public policy	Federal initiatives narrow inequalities between women and men and expand opportunities for women. Federal government policies advance GE. Departments are engaged in a cohesive, consistent approach to developing and implementing policies to advance GE.	Successfully met	2.0	2.0	Priority 1
Build knowledge and organizational capacity on GE	Knowledge and GE capacity gaps are addressed by federal departments, non-governmental organizations and others Integration of gender-based analysis into government initiatives Knowledge and engagement toward GE are enhanced.	Successfully met	17.9	23.3	Priority 2
Provide corporate services	SWC is efficient and operates per Modern Management principles. Human resource practices follow Modern Management principles	Successfully met	No resources specifically dedicated		Priority 3 Priority 4

Summary of Departmental Performance

The Context

GENDER EQUALITY—GAINS AND GAPS

SWC carries out environmental scans to assess the overall context so that it can develop strategies to address the historical trends and evolving issues that impact equality between women and men. Accordingly, the analyses conducted show that SWC carries out its mandate in a context in which encouraging progress is being made in the overall status of women. For example, as the next table on this page shows, women have made inroads in higher education (e.g., entering fields where they were traditionally under-represented), income, workplace representation, and others.

- In 2006, 18% of women aged 15 and over had a university degree, up from 10% in 1991 and just 3% in 1971.
- In May 2008, women increased their labour force participation rate to 62.4%. This is a record high level of participation (Source: Statistics Canada).
- The average income of women in 2005 was almost 8% higher than the figure in 2000.

Group	Education (%)			Low-income (%)		Political representation (%)	
	Bachelor's degree	Master's degree	Doctorate	Persons living below the before-tax low income cut-off	Persons living below the after-tax low income cut-off	House of Commons	Federally appointed judges
Women	53.8	46.5	31.6	16.5	12.0	20	26
Men	46.2	53.5	68.4	14.1	10.7	80	74

Source: Statistics Canada (*Women in Canada 2005*)

In spite of the progress made with regard to the status of women, gaps remain in key areas between women and men. For example, women remain concentrated in traditional occupations. According to Statistic Canada (*Women in Canada*, 5th edition), 67% of all employed women (compared with 30% of all employed men) work in teaching, nursing, and related health occupations; clerical or other administrative positions; and sales and service. Also, women earn less than men in almost every age group. Moreover, these gaps are disproportionately present among specific groups of women.

Median earnings of full-time, full-year employees, 2005

Age group	Median earnings		Female:male earnings ratio
	Males	Females	
25 to 29 years	37,680	32,104	0.85
30 to 34 years	46,710	36,893	0.79
35 to 39 years	51,586	38,818	0.75
40 to 44 years	53,941	39,540	0.73
45 to 49 years	55,615	40,031	0.72
50 to 54 years	56,881	40,676	0.72

Source: Statistics Canada (*Women in Canada 2005*)

WOMEN IN LEADERSHIP[1]

- In 2007, women accounted for 4.2% of company heads, 5.4% of top earners, 7.3% of senior executives, and 12% of board directors (*Financial Post* top 500 list).
- Of the 535 highest paid and most senior positions at those companies, only 5.8% are held by women (down from 6.9% in the previous year).
- In 2006, women accounted for almost 54% of all employees in the federal public service. But they are still overrepresented in traditional and underrepresented in non-traditional occupations:
  - 81% of administrative support positions
  - 72.5% of program and administrative positions
  - 29.1% of positions in computer system
  - 31.9% of technical support positions

VIOLENCE STATISTICS

According to the United Nations Development Fund for Women (UNIFEM), at least one of every three women around the world has been beaten, coerced into sex, or otherwise abused in her lifetime—with the abuser usually being someone known to her.[2]

According to *Statistics Canada: Women in Canada 2005; Family Violence in Canada: A Statistical Profile, 2006 and 2007, Measuring Violence Against Women—Statistical Trends 2006*:

- In 2004, female victims accounted for 86% of sexual assaults, 69% of kidnapping/abductions, and 79% of criminal harassment incidents reported to police.
- Women were twice as likely as men to be injured as a result of spousal violence (44% versus 19%).
- The spousal homicide rate for Aboriginal women is more than eight times the rate for non-Aboriginal women, and Aboriginal women are three times more likely to report having been assaulted by a current or former spouse.

---

1 ***Sources:*** Catalyst (2007). Census of Women Board Directors of the Financial Post 500: Voices from the Boardroom; and Rosenzweig & Company (2008). Report on Women at the Top Levels of Corporate Canada.

2 *In-Depth Study on All Forms of Violence against Women: Report of the Secretary General, 2006.* A/61/122/Add.1. July 6, 2006.

OPERATING ENVIRONMENT

In 2007–2008, change was the dominant theme for SWC; thus, the reporting year was a period of transition. SWC therefore took measures to manage internal and external changes so as to ensure the effective implementation of its priorities and ongoing activities.

- In Budget 2007, the Government of Canada announced additional monies to SWC on an ongoing basis. The additional $10 million a year brought the total budget for SWC to $29.9 million, the highest funding level in the history of the organization. The Women's Program was, therefore, augmented and dedicated to supporting projects that have a direct impact on women in their communities.
- This increase to SWC's budget followed the efficiency review of September 2006, which consolidated the SWC operations at a savings of $5 million. As a result of this exercise, SWC regional offices were consolidated into four points of service while measures were taken to enhance efficiency in program delivery. Also, the Policy and Gender-based Analysis directorates were consolidated, and SWC continued to work in collaboration with other federal institutions to support its policy research activities.
- On April 1, 2007, the program delivery mechanism was streamlined with the introduction of two new funding components: the Women's Community Fund (WCF) and the Women's Partnership Fund (WPF), thus enabling SWC to widen its reach and to promote partnerships in support of its work for equality for women. The WPF was introduced to ensure targeted interventions to remove systemic barriers that impede the participation of women and girls in key spheres of Canadian life.
- With the introduction of a call for proposals process, the WP made a transition from a responsive to a more open and competitive funding program, particularly for the WCF. The year 2007–2008 saw the launch of the first two calls for proposals, on June 4 and November 1, 2007.
- Furthermore, in December 2007, Treasury Board approved the revised WP mandate, "to advance the equality of women across Canada through the improvement of their economic and social conditions and their participation in democratic life." Given that the two calls for proposals were issued before this change, many of the projects funded in 2007–2008 fell under the previous mandate of the WP—i.e., "to facilitate women's participation in Canadian society by addressing their economic, social, and cultural situation through Canadian organizations."
- During 2007–2008, SWC was required to engage in significant workforce adjustment and in a number of staffing actions.

Opportunities and Risks

In its *Report on Plans and Priorities*, SWC had indicated that the main challenges and risks would be identified during the implementation of the new organizational structure and internal and external processes. The year was, therefore, a period in which SWC saw opportunities and managed potential risks.

OPPORTUNITIES

- In 2007–2008, the House of Commons Standing Committee on the Status of Women tabled 13 reports, including two that required a Government response, one of which was from SWC. In addition to leading the process for the Government response to the report *The Impacts of Funding and Program Changes at SWC*, the organization responded to requests for information, and its officials appeared before the Committee on five occasions. With regard to opportunities, the Committee studied issues of great impact on Canadian women, and its reports shed light on ways to advance the status of women in Canadian society.
- The changes to the organizational structure, governance, human and financial resources, and program delivery model also resulted in further opportunities and challenges. The changes brought opportunities for a more coherent organization, with focused results that directly impact women in their communities. During the transition period, SWC saw a significant increase in the uptake of its funding and greater diversity among its funding recipients.
- The WPF provided opportunities for SWC to leverage resources and develop partnerships with federal institutions, other levels of government, non-governmental organizations, and the private sector to promote the full participation of women in Canadian society. The WPF can be used to support collaborative projects that address critical issues in key areas and that help to remove systemic barriers to women's participation in the economy, in our society and in political life.

RISKS

Given the nature and scope of the changes introduced in 2006–2007, risk management was a key priority during the reporting year both in the strategic direction and the operations of the organization. Although SWC has sufficient control mechanisms to manage inherent risks, it is recognized that the organization must develop an integrated risk management strategy. Development of a corporate risk profile is therefore planned for 2008–2009.

- The requests by the Standing Committee, while providing opportunities, were viewed as a potential risk, given the demand on SWC to mobilize a significant proportion of its human resources to monitor proceedings, prepare for appearances, and respond to enquiries, which had the potential to affect SWC efforts in priority areas. The mitigation strategy to meet associated risks was the effective coordination of SWC efforts related to the Committee while responding to the Committee's requests to the fullest extent possible. As a result, Committee members are more aware of SWC's resources, the organization's outcomes, and the work being done throughout the Government of Canada and around the world on gender budgets. This increased awareness has had some influence on the decisions taken by the Committee.

- In 2007–2008, SWC received 57 requests for access to Information compared to 38 in the previous year. With the increased number of ATIP requests, the complexity of issues to be addressed, and the lack of human resources to manage the workload, SWC identified a potential risk to its ability to meet its legislative obligations under the *Access to Information Act* and, subsequently, public complaints with regard to access to information. As a mitigation strategy, senior management committed to reviewing staffing requirements for this function as a priority and took measures to increase ATIP staff by one full-time equivalent (FTE) to deal with the increased workload, to engage a contractor at the management level to assist in streamlining processes, and to enhance the application of specialized software.
- In implementing the two new funding components, SWC made considerable efforts to ensure efficient delivery of the WP. The success in this regard was evident in the WCF, with a 69 per cent increase in funding uptake. In contrast, the delivery of the WPF was challenging because of the time it took for groups to realize the potential of this component and because of the complex and lengthy process of building partnerships through collaborative projects. SWC is taking action to enhance the delivery of this funding component in 2008–2009.

Departmental Priorities

In 2007–2008, SWC identified four program and corporate priorities to help achieve the expected results, to facilitate progress toward the strategic outcome, and to enhance organizational performance. To implement these priorities effectively, SWC took various measures, including adapting new approaches, streamlining existing systems, investing strategically, enhancing processes, and building staff capacity.

PROGRAM PRIORITIES

In implementing its first program priority (*strengthening accountability in the federal government for gender-based analysis and for the full participation of women in Canadian society*), SWC made strategic interventions by way of capacity building, policy advice, and assistance to federal institutions. As a result, there is an increased response to SWC efforts to strengthen federal accountability for GBA, leading toward the integration of gender considerations in public policies and programs.

The second priority (*focus the Women's Program on funding projects that will advance the full participation of women in Canadian society*) was implemented by instituting key changes to the funding program, including the use of calls for proposals, proactive outreach to potential funding recipients, and an enhanced and standard review process. These changes, among others, facilitated a greater focus on projects that demonstrate results that have a direct impact on women so that they are equipped to become full participants in society.

CORPORATE PRIORITIES

In response to the Management Accountability Framework assessment (2006), SWC also identified two corporate priorities. To implement the first corporate priority, (i.e., development and implementation of Values and Ethics Framework), the SWC Executive Committee endorsed an action plan that involves the development of an organizational code of conduct which is in compliance with the *Public Servants Disclosure Protection Act*. A corporate-wide process was launched during the reporting year to engage staff in defining departmental values. At the same time, discussions have begun to explore the augmentation of existing support structures and recourse mechanisms available to staff, through a Memorandum of Understanding with Canadian Heritage and other measures, as appropriate.

To implement the second priority (*review and improvement of SWC Authorities and enhancing understanding of the Parliamentary supply processes*), internal controls in financial systems were implemented to segregate the different departmental authorities, training was offered to management, and key positions were filled with staff that brought the expertise required in this area. As a result, there is increased awareness within the organization of the Parliamentary supply process and the associated requirements, and an improved review process and appropriate use of the legal authorities bestowed on the organization.

Section II – Analysis of Program Activities by Strategic Outcome

SWC's Program Activity Architecture (PAA) for 2007–2008 identifies, as a strategic outcome, "gender equality and the full participation of women in the economic, social, cultural and political life of Canada." This outcome is measured by the progress made in advancing the representation of and participation by women in the economic, social, cultural, and political aspects of Canadian life. SWC contributes to this outcome through its two program activities and the associated expected results.

Program Activity 1: Promote Equitable Public Policy

Financial resources 2007–2008 ($ millions)

Planned spending	Authorities	Actual spending
2.0	2.3	2.0

Human resources 2007–2008 (FTEs)

Planned	Actual	Difference
15	23	8

Program Activity 1 is designed to facilitate SWC's horizontal role across the federal government by providing expert advice, delivering training, and developing tools in order to build capacity for gender-based analysis (GBA) among departments and agencies. GBA is the process by which social and economic differences between the sexes are systematically integrated into policy, planning, and decision-making processes so that intended results are equitable for women and men (http://www.swc-cfc.gc.ca/).

Moreover, SWC assists central agencies in playing an effective role in monitoring the application of GBA and assessing departmental progress with regard to equality for women and men in key areas. By facilitating the central agency monitoring role, SWC ensures stronger accountability for GBA in federal institutions.

In addition to its supporting role, SWC works in collaboration with federal/provincial/territorial partners and international organizations, through different fora, where it facilitates the integration of gender considerations in decision-making processes and outcomes.

By carrying out this program activity, SWC seeks to bring about an **"enabling result"**—i.e., enhanced policy effectiveness demonstrated by the integration of women's issues and gender equality in the formulation, analysis, and implementation of policies, programs, and initiatives. It is designed such that, with this result, departments and agencies are equipped to "engage in a cohesive and consistent approach to developing and implementing government policies that advance gender equality."

Program activity 1	Expected results	Performance indicators
Equitable public policy	• Federal initiatives that narrow inequalities between women and men and expand opportunities for women	• The number of federal initiatives that significantly advance gender equality

Perform Gender-based Policy Analysis

Results: Successfully met.

ABORIGINAL WOMEN

SWC has worked with other federal departments, provinces and territories, and Aboriginal organizations on evidenced-based and culturally-relevant policies and programs to address Aboriginal women's socio-economic and legal status, such as matrimonial real property rights and human rights protection under the *Canadian Human Rights Act*.

- In 2007–2008, SWC provided policy analysis and advice to federal departments, such as the Department of Indian and Northern Affairs, in addressing the needs of Aboriginal peoples, including the unique circumstances of Aboriginal women (e.g., economic security).
- SWC participated in the Planning Committee for the first National Aboriginal Women's Summit, with the theme of "Strong Women, Strong Communities," which brought together over 250 Aboriginal women, government leaders and officials to address the problems faced by Aboriginal women. The Summit facilitated a dialogue and communication among federal, provincial, territorial, and Aboriginal governments, Aboriginal leaders, community women, and others. The approach set out by this process is to address issues identified by Aboriginal women in a coordinated and deliberate manner.
- In preparation for Summit 2008, SWC hosted a workshop, "Moving Toward Culturally Relevant Gender-Based Analysis", which brought together representatives of Aboriginal organizations and policy-makers from key federal departments. The workshop provided an opportunity for participants to explore and share knowledge about culturally relevant forms of GBA and to begin developing a culturally appropriate policy framework for community action.

While many of these groups had various definitions and approaches to such a framework, SWC facilitated agreement on a common set of guiding principles. These principles form the basis of the framework and offer ways for Aboriginal women to re-claim their traditional values and roles within their day-to-day work. The principles include:

- acknowledging and linking the roots of oppression;
- honouring a holistic approach;
- valuing traditional teachings and roles; and
- respecting relationships, including those between and among individuals, communities, and nations.

SISTERS IN SPIRIT

Sisters in Spirit (SIS) is a five-year research, education and policy initiative designed to increase public knowledge and understanding about racialized, sexualized violence against Aboriginal women and girls, which often leads to their disappearance or death. Through SIS, SWC plays a funding, monitoring, liaison and advisory role, focusing on commitment to and support for strategic partnerships with federal departments.

In 2007–2008, SWC continued to collaborate with the Native Women's Association of Canada (NWAC) on the SIS initiative. SWC's funding has supported NWAC's work with other Aboriginal organizations and the federal government on activities aimed at quantifying and entering into NWAC's database the actual number of missing and murdered women. Other activities supported by the SIS initiative include research to assess the extent and root causes of the violence, public education to increase knowledge and understanding of the problem and to inform policy direction and development.

- As Co-Chair of the SIS Working Group, SWC played an important role in identifying areas for collaboration to improve services for Aboriginal women by federal departments. SWC facilitated linkages between NWAC and other bodies such as the FPT Ministers Responsible for the Status of Women, the Family Violence Initiative, by way of example. SWC shared information with government officials regarding the SIS activities and facilitated NWAC's participation at various meetings.

To guide its future policy work, NWAC prepared a document titled *Sisters in Spirit initiative: Strategic Policy Priorities Framework*. NWAC and SWC have begun plans to hold meetings with key federal departments to develop an accompanying operational strategy that identifies the various objectives and corresponding activities to achieve the desired results.

With regard to awareness-raising, there was an increase in the number of SIS vigils, from 11 in 2006 to 30 in Canada and two international centres in 2007. These events drew public attention to the problem of violence against Aboriginal women, particularly the issue of missing and murdered Aboriginal women. There is also evidence of improved media reporting both in terms of coverage of incidents and portrayal of victims.

In 2007–2008, during the third year of the five-year initiative, NWAC's independent Management Audit Report was completed. The audit which covered SIS activities carried out between September and December 2006 deemed the initiative to be in compliance with the terms stipulated in the Contribution Agreement. The issue of Official Languages, which the audit identified as an area that required improvement, was addressed during the audit period.

TRAFFICKING IN PERSONS

Canada's *Criminal Code* includes three human trafficking–related offences: trafficking, receiving material benefit from trafficking and withholding or destroying of identity or immigration documents. In June 2007, Canada also extended the length of Temporary Resident Permits (TRP) available to victims of trafficking to 180 days.

In 2007–2008, several federal partners (Royal Canadian Mounted Police, Justice Canada, SWC, Citizenship and Immigration Canada, Canada Border Services Agency), along with representatives from the Vancouver Police Department, Peel Regional Police, and the United States Immigration and Customs Enforcement Agency, delivered training on the laws and issues surrounding human trafficking. The training, offered to front-line law enforcement officials across Canada, is part of the effort to facilitate the implementation of the Trafficking provisions under the 2005 Criminal Code. This is very timely as the Vancouver 2010 Olympics are approaching with the potential for an increase in the number of incidents of trafficking of young women and girls. The role of SWC in the training was crucial in presenting the vulnerability of Aboriginal women to domestic trafficking, as well as other issues.

Coordinate Federal Government Activities and Report on Progress

Results: Successfully met.

PARTNERSHIPS

In the context of federal/provincial/territorial efforts, Federal/Provincial/Territorial Ministers (FPT) Responsible for the Status of Women had their 26th Annual Meeting on July 11, 2007, where they agreed to promote women's economic self-sufficiency, safety, and security, and to work towards improving the situation of Inuit, First Nations, and Métis women in Canada. At this meeting, the FPT Ministers discussed three priorities for action: women's economic security; supporting Aboriginal women in leadership positions and the treatment of Aboriginal women within the justice system (http://www.swc-cfc.gc.ca/newsroom/news2007/0711_e.html).

The FPT Ministers unanimously confirmed their support for the 2007 *Iqaluit Declaration* which states, "Recognizing the urgent need to improve the lives of Aboriginal women and girls, the federal, provincial and territorial Ministers Responsible for the Status of Women come together in a declaration of their commitment to improve the social, economic and cultural well-being of Inuit, Métis and First Nations women, both on and off reserve, in Canada." This commitment is being realized through specific and targeted actions of each government, within their respective jurisdictions.

- As Co-Chair of the FPT Committee on Aboriginal Women, SWC successfully negotiated the language to finalize the Iqaluit Declaration which it also used as a framework to fund initiatives and work with federal partners throughout the year on targeted areas positively affecting Aboriginal women. This also supports work being completed through the Sisters in Spirit initiative and has responded to many of the recommendations of the National Aboriginal Women's Summit 2007, dealing with leadership, violence and justice issues.

GENDER-BASED ANALYSIS

- Following a pilot project to train officers, GBA has become part of the central agency regular curriculum, enabling the Privy Council Office (PCO), Treasury Board Secretariat (TBS), and the Department of Finance to carry out more effective challenge functions with regard to equality for women and men through the application of GBA to policy, program, and expenditure decisions.
- TBS has introduced a new requirement for GBA for Treasury Board submissions, as indicated in its Guidelines: "Federal organizations are ultimately responsible for developing policies and programs that are compliant with overall government policies, including GBA. When preparing Treasury Board submissions to seek approval of elements of programs, federal organizations should proceed with a last check to ensure their proposal is GBA compliant, and report their findings in the TB Submission" (http://publiservice.tbs-sct.gc.ca/).
- In collaboration with SWC, TBS is in the process of exploring the technical aspects of integrating GBA in the departmental Management Resources and Results Structure (MRRS).
- The Department of Finance conducted GBA on select policy proposals presented to the Minister of Finance for Budgets 2007 and 2008. Also, it challenged departments whether GBA had been conducted on the issues they presented for consideration in the Budget.

INTERNATIONAL

In 2007–2008, SWC participated in international fora to help further equality for women both internationally and domestically:

- In March 2008, SWC played a lead role in collaborating with the Department of Foreign Affairs and International Trade on preparations for the United Nations Commission on the Status of Women (UNCSW). Canada made contributions to the outcomes document, http://www.un.org/womenwatch/daw/csw/52sess.htm, in several key areas, including the need to incorporate accountability mechanisms into gender mainstreaming approaches and the barriers faced by Aboriginal women and women with disabilities.

  - SWC negotiated key language around the inclusion, in the final outcomes document, of diversity disaggregated data that highlights the need to improve, systematize and fund the collection, analysis, and dissemination of sex-disaggregated and gender-related data.

- SWC worked in close collaboration with the Department of Canadian Heritage and other departments to submit Canada's combined 6th and 7th Reports (1999–2006) to the UN Committee responsible for monitoring States Parties' compliance with the *UN Convention on the Elimination of All Forms of Discrimination Against Women* (CEDAW).

- In 2007–2008, SWC completed its term as Canada's member of the Commonwealth Plan of Action Monitoring Group, where it played an active role in the development of a Monitoring and Evaluation Framework for the Commonwealth Plan of Action on Gender Equality (2005–2015). This Framework was endorsed at the 8th meeting of the Commonwealth Women's Affairs Ministerial Meeting (8WAMM) held in Uganda in June 2007. Given Canada's experience in developing indicators, our contribution was substantial and consisted of sharing model frameworks and several proposals to improve the Framework (http://www.thecommonwealth.org/subhomepage/164316/). SWC actively participated in all meetings of the drafting committee, and made significant contributions to the language, including brokering consensus on several contentious issues.

- SWC led the Canadian Delegation for the Seventh Special Assembly of the Inter-American Commission of Women (CIM), a body composed of 35 member nations of the Organization of American States (OAS), representing North, South and Central American nations, as well as, Caribbean and other countries. SWC played a key role in negotiating the revised legal and governance instruments for the operation of the CIM. As a result, the instruments were adopted unanimously by member states in November 2007, in Washington, D.C. SWC also assisted in the development of priorities for the next General Assembly of the OAS and of CIM, and proposed key issues pertaining to women and economic prosperity for the 2009 Summit of the Americas to be held in Trinidad and Tobago.

Program Activity 2: Build Knowledge and Organizational Capacity on Gender Equality

Financial resources 2007–2008 ($ millions)

Planned spending	Authorities	Actual spending
17.9	27.8	23.3

Human resources 2007–2008 (FTEs)

Planned	Actual	Difference
55	63	8

The second program activity, *build knowledge and organizational capacity on gender equality*, is designed to build capacity through information, training, tools, and financial and professional assistance for projects in order to facilitate the role of Canadian organizations in supporting gender equality efforts. Through this program activity, SWC seeks to achieve an **"empowering result"**—that is, capacity of and engagement by Canadians and their organizations to advance the full participation of women in the economic, social, cultural and political life of Canada.

Program activity 2	Expected results	Performance indicators
Build knowledge and organizational capacity on gender equality	• Knowledge and gender equality capacity gaps are addressed by federal departments, non-governmental organizations, and others	• The number of organizations taking action and achieving their stated results

Gather, Generate, and Disseminate Gender Equality Information

Results: Successfully met

During the reporting period, SWC provided assistance to different departments and agencies to help build capacity for GBA. It is anticipated that, over time, this assistance will increase the application of GBA within federal institutions, leading to improved policy and program equality outcomes. The following highlights the work of SWC with various federal departments:

- Human Resources and Social Development Canada (HRSDC)—revitalizing existing GBA structures
- Industry Canada—introducing the practice of GBA and creating implementation strategies.
- Parliament of Canada (Parliamentary Information and Research Service), Indian and Northern Affairs Canada, Treasury Board Secretariat, and the Department of Finance—capacity-building in the application of GBA.

EQUALITY INDICATOR PROJECT

In an effort to monitor progress, identify gaps and track the situation of women and men, SWC is working in collaboration with other federal departments on an Equality Indicator Project. In 2007–2008, work started on a framework which is to be finalized in the next fiscal year. The framework focuses primarily on women's economic security and personal safety, particularly violence.

Fund Research and Community-based Action

Results: Successfully met

By streamlining the delivery of the WP, SWC was able to achieve concrete results, including: a broader Program reach, more direct impact on women and an increase in the number and the diversity of partnerships created.

BROADER PROGRAM REACH

SWC succeeded in broadening the reach of the WP in terms of the number of funding recipients, increasing the diversity of organizations engaged in promoting gender equality and in building strategic partnerships.

- In 2007–2008, the number of organizations that received funding from the WP **increased by 69 per cent** from the previous year. This increase in funding uptake can be attributed to the proactive outreach strategy used to provide information/training to potential applicants and partners. In so doing, the Program assisted applicants in preparing proposals that are in line with its funding requirements.
- Of the organizations that received funding for new projects in 2007–2008, **41 per cent** were first-time applicants. This diversity can be attributed to the renewed WP Terms and Conditions which broadened the category of eligible recipients, thereby providing opportunities to more Canadian organizations to play a role in advancing equality for women. To complement this provision, SWC widened its outreach by using, among others, information technology, such as posting its application form and other tools on the Internet (www.swc-cfc.gc.ca).

DIRECT IMPACT ON WOMEN

Under the previous Terms and Condition, the performance measurement strategy did not allow for the collection and analysis of Program results that demonstrate direct impact on women. With the new approach, the Women's Program is able to demonstrate how funded projects impact women directly and contribute to their full participation in the economic, social, cultural and political life of Canadian society. As such, a total of 181 new projects were funded during the reporting year, which are expected to reach more than **100,000 women** directly and **over one million women** indirectly.

PARTNERSHIPS

In 2007–2008, SWC engaged a number of Canadian organizations in the public, private, and voluntary sectors in advancing the full participation of women in the economic, social, cultural, and political life of Canada. Also, the requirement for matching funds, under the WPF, made it possible for SWC to leverage resources from other partners.

- SWC succeeded in building partnerships with seven federal, 13 provincial/territorial, and 39 private-sector and other organizations through 14 collaborative projects supported by the WPF.
- The resources leveraged, **$15.7 million in financial and in-kind contributions,** have not only increased the level of resources to be invested for gender equality but also diversified the funding sources for projects that address women's issues.

In Budget 2007, the Government announced additional funding of $10 million to SWC. Subsequently, the WP Terms and Conditions were modified to introduce two funding components:

- The Women's Community Fund (WCF) provides grants and contributions to projects at the local, regional, or national level to advance equality for women by addressing their economic and social situation and their participation in democratic life. These projects directly support women in their communities.
- The Women's Partnership Fund (WPF) provides contributions to collaborative projects that involve non-governmental organizations in partnership with public institutions and other levels of government. The objective is to build partnerships between SWC, eligible non-governmental organizations (NGOs), and public institutions to advance equality for women by addressing their economic and social situation and their participation in democratic life.

In 2007–2008, a total of 292 projects received financial and/or other support from SWC. These projects were at different implementation stages: completed projects (75); ongoing projects (36), and new projects (181). Total funding expended for these projects during the reporting year was $14,249,916. Of the total amount spent, $13,450,000 comes from the WCF and $799,916 from the WPF. Also in 2007–2008, a total of $33,941,688 has been committed over three years to fund 181 new projects. Of the funding committed to new projects, 79 per cent comes from the WCF and 21 per cent from the WPF.

Completed projects (75): Of the 292 projects that received SWC support during the year, 75 were successfully completed in 2007–2008. For this report, completed projects are defined as those projects for which final reports have been submitted by funding recipients and the performance information analyzed to determine the extent to which they succeeded in achieving planned outcomes and to examine their contributions to the SWC expected results. Three projects remained incomplete at the end of the reporting year as final reports were not submitted within the approved timeline. This represents a success rate of 96 per cent in terms of project completion.

Of the 75 project completed, 88 per cent achieved all or exceeded the expected outcomes. The remaining 12 per cent achieved their outcomes partially. The majority of the completed projects (66) were approved under the previous Terms and Conditions; while nine were funded under the new Program funding requirements. It is therefore important to note that the project outcomes for 2007–2008 vary according to the Terms and Conditions under which the initiatives were approved.

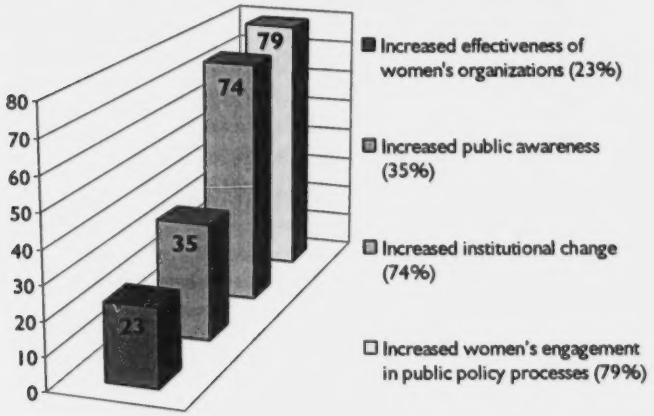
Completed projects which were approved under the old Terms and Conditions contributed to *knowledge and engagement toward gender equality* through different results[3] as indicated below:

- Increased effectiveness of women's organizations (23 per cent)
- Increased public awareness of women's issues (35 per cent)
- Increased institutional change to facilitate the representation of women in decision-making processes (74 per cent)
- Increased women's engagement in public policy processes (79 per cent)

[3] In most cases, projects achieved more than one result.

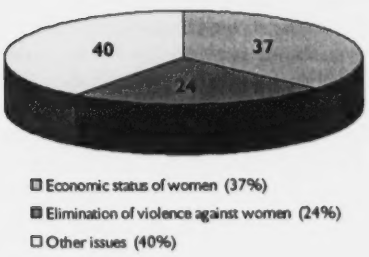
All projects funded under the new Terms and Conditions were successful in achieving their outcome of increased direct impact on women to improve their economic, social, and cultural situation. This represents a success rate of 100 per cent for projects funded following the renewal of the WP.

Short- and Medium-Term Results Achieved by Projects[4]

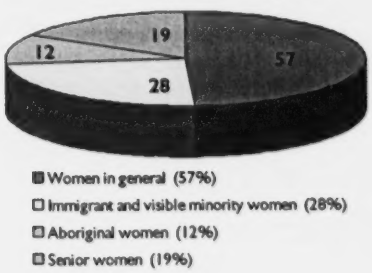


Projects completed in 2007–2008 addressed a number of issues: economic status of women (37 per cent), elimination of violence against women (24 per cent), and other issues (40 per cent). Also, they targeted different groups: women generally (57 per cent), immigrant and visible minority women (28 per cent), Aboriginal women (12 per cent), and senior women (19 per cent).

Issues Addressed by Completed Projects



Groups Targeted by Completed Projects



Examples of Completed Projects:

- The project titled *Hul'qumi'num Women's Caucus* **($25,000)**, implemented by the **Hul'qumi'num Women's Treaty Group** in British Columbia, facilitated the engagement of Aboriginal women in treaty and self-government processes by participating in discussions, identifying equality issues, and making recommendations. As a result, they increased awareness of their issues and provided input into the development of the Hul'qumi'num Agreement in Principle, constitution, and governance structures. Through this initiative, the women of Hul'qumi'num

[4] Most projects achieved more than one result.

have increased their understanding of key governance and leadership issues and have been mobilized to engage in treaty and self-government processes.

- The **Réseau des centres de femmes du Québec,** an association of 102 women's centres across Quebec, developed the project titled *Le réseau des centres de femmes, engagé contre l'appauvrissement des femmes* [the network of women's centres, engaged against women's poverty **($85,100)**] to increase its participation and that of its members in fighting poverty and the exclusion of women. To achieve the desired results, the project's first objective was to prepare a detailed portrait of the causes of poverty among women. To this end, some 250 copies of the document *La pauvreté: une décision politique* were published. The project's second objective was to improve women's centres' strategies for local and province-wide action and mobilization. Through this project, the Réseau realized its full importance in partnering with various agencies and equipped its member centres with a wealth of documentation, including practical tools and plain language information on the status of women.

- The **PLEIS-GIGNOO** project in New Brunswick, *The Healing Journey* **($16,000),** worked to increase public understanding of violence against Aboriginal women. A toolkit on violence against women was made available on and off reserve and among service providers, generating considerable positive response. The Department of Indian and Northern Affairs had requested that the group expand on the toolkit by adding materials from across Canada.

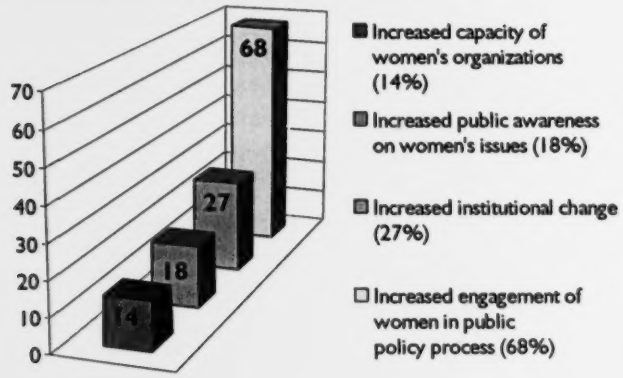
- The **411 Senior Centre Society** received **$127,750** for a project titled, *Women Elders in Action (We* Act)* of British Columbia. The project addressed economic security among senior women and looked at issues of pension reform. A position paper prepared by the group was used to increase awareness of and knowledge among senior women with regard to issues of economic security and pension reform. Awareness raising activities included an ongoing radio program, "Kitchen Table Tours," local grassroots meetings, and publishing articles and presenting at conferences. We* Act was invited to appear before the Standing Committee on the Status of Women and by the Standing Committee on Finance for a pre-budget consultation.

Ongoing Projects (36): In 2007–2008, 36 projects were still in progress, of which 22 were approved under the old Terms and Conditions and 14 under the renewed funding requirements. The projects, all approved in previous fiscal years, were assessed on the progress made toward their completion and to determine the extent to which they will succeed in achieving expected results.

The analysis shows that more than 4,000 women will benefit from the 14 projects funded under the renewed funding requirements. The 22 projects approved under the old Terms and Conditions are expected to contribute to the SWC expected result—that is, *knowledge and engagement toward gender equality* through an increase in:

- the capacity of women's organizations (14 per cent);
- public awareness on women's issues (18 per cent);
- institutional change (27 per cent);
- the engagement of women in public policy processes (68 per cent).

Expected Results of Projects in Progress

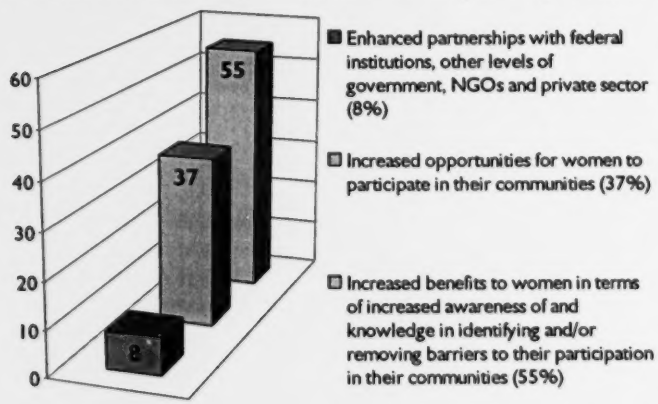


New Projects (181): In 2007–2008, a total of 181 new projects were funded under the current WP Terms and Conditions. Of these projects, 167 were supported through the WCF and 14 through the WPF. The extent to which these projects achieved their projected outcomes will be determined only upon their completion and following analysis of performance data.

By funding projects that have a direct impact on women, it is now possible to demonstrate how women benefit from the investments made and the results achieved by SWC, as highlighted below.

- Enhanced partnerships with federal institutions, other levels of government, NGOs and the private sector (8 per cent).
- Increased opportunities for women to participate in their communities (e.g. access to programs, services and others) (37 per cent).
- Direct benefits to women in terms of increased awareness of and knowledge in identifying and/or removing barriers to their participation in their communities (55 per cent).

Planned Results of Projects Approved During the Reporting Year[5]


60
50
40
30
20
10
0
55
37
8
Enhanced partnerships with federal institutions, other levels of government, NGOs and private sector (8%)
Increased opportunities for women to participate in their communities (37%)
Increased benefits to women in terms of increased awareness of and knowledge in identifying and/or removing barriers to their participation in their communities (55%)

[5] Many of the projects are expected to achieve more than one result.

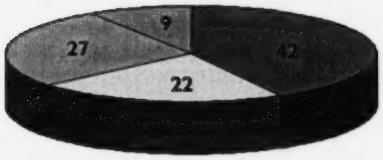
New projects targeted different groups[6]:

- Women in general (42 per cent)
- Aboriginal women (22 per cent)
- Immigrant and visible minority women (27 per cent)
- Senior women (9 per cent)

New projects addressed different issues[7]:

- Economic security/prosperity (42 per cent)
- Elimination of violence against women (33 per cent)
- Other issues (25 per cent)

Groups Targeted by New Projects



■ Women in general (42%)
□ Aboriginal women (22%)
■ Immigrant and visible minority women (27%)
■ Senior women (9%)

Issues Addressed by New Projects

■ Economic security/prosperity (42%)
□ Elimination of violence against women (33%)
■ Other issues (25%)

Examples of New Projects

WP Funding:

- **Sunshine Coast Women's Resources Society,** *Money Management for Women* ($50,000): This project will address the need to increase the economic security of 200 women on the Sunshine Coast, British Columbia. The project will target seniors, First Nations, and visible minority women to ensure that those at risk will benefit from enhanced financial and economic literacy. Trained volunteer mentors will provide confidential individual support and advice on money management and in dealing with debt problems. The mentorship approach is accompanied by training to improve women's knowledge, skills and confidence in managing their money.
- **Hutton House Association for Adults with Disabilities,** *Life Coaching for Women with Disabilities* ($140,888): This project will increase the capacity of women with disabilities to function independently, safely, and effectively within the London community. With information and tools, the women will gain self-confidence in addressing issues related to health/wellness, safety, daily activities, and community involvement.
- **Canadian National Coalition of Experiential Women,** *BC's Sex Workers and Sexually Exploited Youth: Escaping Violence, Addictions and Economic Despair*

---

[6] In many cases, projects address multiple issues and target multiple groups.

[7] Some of the projects will address more than one issue.

($195,569): This project will develop a specialized tool to assist government and community organizations in British Columbia to improve services to sex workers during their transition to recovery. Approximately 150 women will be assisted in exiting the sex trade and reintegrating in their respective communities, finding employment and resuming social life. The *Comprehensive Resource Handbook to Support Sex Workers and Sexually Exploited Youth* will be piloted in six communities in the province, where some of the women and girls most at-risk have been identified.

- **Groupe Femmes, Politique et Démocratie,** *Centre de développement femmes et gouvernance* ($1,050,000). Groupe Femmes, Politique et Democratie will work in collaboration with l'École nationale d'administration publique to provide leadership training, mentorship, and networking for 600 women in Quebec. The three components of the project will equip women with leadership skills and with experiences gained through mentorship and networking. It is expected that this project will result in increased participation by women in decision-making bodies in democratic institutions as well as the private and voluntary sectors. The Government of Quebec provided matching funds for this project.

Interdepartmental Funding:

The WP receives funding through two inter-departmental funding programs: the Interdepartmental Partnership with the Official Language Communities to support projects that address issues pertaining to official language minority women and the Family Violence Initiative to address issues of violence against women.

- **The Fédération provinciale des fransaskoises** received $236,400 for a project titled *Ressources-mobiles pour développement économique au féminin* to establish a team of French-speaking mobile resource persons in Saskatchewan trained in economic development and social services. This innovative project will establish a unit of resource persons to respond to community concerns and a toll-free telephone line that women can access to share their concerns (e.g., spousal abuse, special needs of immigrant women).

- In 2007–2008, the **Native Women's Association of Canada** (NWAC) received $479,798 through the Family Violence Initiative (FVI) for a project to develop a *Violence Prevention Toolkit*. This project will train 200 youth and members of youth councils across Canada, who will subsequently become trainers, delivering workshops to increase awareness. It will thus equip 1200 young Aboriginal women to deal with all forms of violence, including domestic violence, date violence, sexual assault, emotional abuse, and bullying. Different local organizations will collaborate through this project to develop violence prevention action plans to protect young Aboriginal girls and women.

ACCOUNTABILITY

In 2007–2008, measures were taken to streamline the WP by introducing a more structured delivery model, a standard application and review process, and strategic investment focusing in key areas. These changes were important in meeting, among others, due diligence and accountability requirements. Moreover, SWC took measures to implement the commitments made in its Management Response to the 2005 summative evaluation of the WP and the 2006 Integrated Results-Based Management and Accountability Framework and Risk-Based Audit Framework (RMAF-RBAF).

The WP, with external expertise, conducted a review of its program delivery tools, such as Funding Guidelines, Call for Proposals documents, Application Guide and form, reporting and other templates. As a result, the WCF tools were streamlined, thus simplifying the application process for organizations. Tools were also improved to facilitate data collection, analysis, and reporting, and to strengthen overall accountability. In doing so, SWC addressed some of the issues identified by the summative evaluation, particularly with regard to the effectiveness of program delivery and performance measurement.

The WP also took steps to build staff capacity by delivering training on various program aspects. Introductory training was provided to officers in preparing "contribution agreements" and in performance measurement. A WP national meeting held in Moncton, New Brunswick, in 2007–2008 provided an opportunity for further training and discussions on issues related to program delivery, performance measurement, and others. A staff training/capacity-building plan will be implemented starting in 2008–2009.

As indicated in the *Report on Plans and Priorities* for 2007–2008, SWC is committed to developing a database that will be used to collect and analyze data and report on performance. The organization is exploring different options to identify a system that is cost effective and that meets its specific needs.

Section III – Supplementary Information

Links to Government of Canada Outcomes

The following table shows the SWC program activities and their alignment with two of the Government of Canada outcomes:

1. a diverse society that promotes linguistic duality and social inclusion, and
2. income security and employment for Canadians.

Strategic outcome: Gender equality and the full participation of women in the economic, social, cultural, and political life of Canada

Program activity	Actual spending 2007–2008			Alignment to Government of Canada outcome area
	Budgetary	Non-budgetary	Total	
Promote equitable public policy	2.0		2.0	A diverse society that promotes linguistic duality and social inclusion
Building knowledge and organizational capacity on gender equality	23.3		23.3	Income security and employment for Canadians

Table 1: Comparison of Planned to Actual Spending, including FTEs ($ millions)

The following table offers a comparison of SWC's main estimates, planned spending, total authorities, and actual spending for 2007–2008, as well as historical figures for actual spending for 2005–2006 and 2006–2007, using the PAA. Resources may overlap in more than one program activity.

	2005–2006 Actual	2006–2007 Actual	2007–2008 Main estimates	2007–2008 Planned spending	2007–2008 Total authorities [a]	2007–2008 Actual
Promote equitable public policy	4.0	1.8	1.9	2.0	2.3	2.0
Build knowledge and organizational capacity on gender equality	20.4	22.5	17.9	17.9	27.8	23.3
Total	**24.4**	**24.3**	**19.8**	**19.9**	**30.1**	**25.3**
Plus: Cost of services received without charge [b]	1.6	1.6	N/A	1.4	N/A	1.2
Total departmental spending	**26.0**	**25.9**	N/A	**21.3**	N/A	**26.5**
Full-time equivalents	**125**	**93**	N/A	**70**	N/A	**86**

[a] In comparison with the planned spending, the total authorities include an increase of $0.6 million related to the 2006–2007 eligible operating budget carry forward, adjustments for collective agreements and pay list requirements of $0.4 million and additional operating and grants and contributions funding for a total net increase of $9.2 million.

[b] The $1.2 million in services received without charge during 2007–2008 include accommodation provided by PWGSC ($0.7 million), salary and associated expenditures for legal services provided by the Department of Justice ($0.1 million), contributions covering SWC's share of employee's insurance premiums and expenditures paid by Treasury Board Secretariat ($0.4 million).

Table 2: Voted and Statutory Items

The following table shows the Parliamentary votes that determine the resources allocated to SWC.

Vote or statutory item	Truncated vote or statutory wording	2007–2008 Main estimates	2007–2008 Planned spending	2007–2008 Total authorities	2007–2008 Actual
95	Operating expenditures	6.9	6.9	10.2	8.5
100	Grants and contributions	12.0	12.0	18.2	15.2
101	Pursuant to Section 24.1 (1) of the *Financial Administration Act*, to forgive a debt	—	—	0.7	0.7
(S)	Contributions to employee benefit plans	1.0	1.0	1.0	0.9
	Total	**19.9**	**19.9**	**30.1**	**25.3**

Table 3: User Fees

For supplementary information on the department's user fees, please visit http://publiservice.tbs-sct.gc.ca/dpr-rmr/2007-2008/index-eng.asp.

Table 4: Policy on Service Standards for External Fees

The Policy on Service Standards for External Fees requires departments to report on the establishment of service standards for all external fees charged on a non-contractual basis. This policy covers fees charged for processing requests made under the *Access to Information Act*.

For supplementary information on the Department's Service Standards for External Fees, please visit http://publiservice.tbs-sct.gc.ca/dpr-rmr/2007-2008/index-eng.asp.

Table 5: Details on Transfer Payment Programs for SWC ($18.2 million)

Further information on these programs can be found at http://publiservice.tbs-sct.gc.ca/dpr-rmr/2007-2008/index-eng.asp.

Table 6: Response to Parliamentary Committees

For supplementary information on the department's response to Parliamentary Committees and External Audits please visit http://publiservice.tbs-sct.gc.ca/dpr-rmr/2007-2008/index-eng.asp.

Table 7: Internal Audits and Evaluations

1. Name of internal audit/evaluation	2. Audit/evaluation type	3. Status	4. Actual completion date	5. Electronic link to report
Evaluation of Women's Program	Grant and contribution program	Planned	March 2010	N/A
Travel and Hospitality	Internal TBS audit	Completed	Fall 2007	N/A
6. Electronic link to internal audit and evaluation plan: N/A				

Table 8: Travel Policies

For supplementary information on the department's travel policies, please visit http://publiservice.tbs-sct.gc.ca/dpr-rmr/2007-2008/index-eng.asp.

Table 9: Financial Statements of Departments and Agencies (including Agents of Parliament) and Revolving Funds Financial Statements

Statement of Management Responsibility (Unaudited)

Responsibility for the integrity and objectivity of the accompanying financial statements for the year ended March 31, 2008 and all information contained in these statements rests with the management of Status of Women Canada. These financial statements have been prepared by management in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector.

Management is responsible for the integrity and objectivity of the information in these financial statements. Some of the information in the financial statements is based on management's best estimates and judgment and gives due consideration to materiality. To fulfil its accounting and reporting responsibilities, management maintains a set of accounts that provides a centralized record of the Status of Women Canada's financial transactions. Financial information submitted to the *Public Accounts* of Canada and included in the department's *Departmental Performance Report* is consistent with these financial statements.

Management maintains a system of financial management and internal control designed to provide reasonable assurance that financial information is reliable, that assets are safeguarded and that transactions are in accordance with the *Financial Administration Act*, are executed in accordance with prescribed regulations, within Parliamentary authorities, and are properly recorded to maintain accountability of Government funds. Management also seeks to ensure the objectivity and integrity of data in its financial statements by careful selection, training and development of qualified staff, by organizational arrangements that provide appropriate divisions of responsibility, and by communication programs aimed at ensuring that regulations, policies, standards and managerial authorities are understood throughout the department.

The financial statements of the Status of Women Canada have not been audited.

Clare Beckton	***Johanne Tremblay***
Coordinator, Status of Women Canada	Senior Financial Officer
July 16, 2008	July 16, 2008
Date	Date

... continued

Table 9: Financial Statements (cont'd)

Statement of Operations (Unaudited)

for the year ended March 31 (in dollars)	2008			2007
	Build knowledge and organizational capacity on gender equality	Promote equitable public policy	Total	Total
Expenses				
Transfer payments				
Payments to Provincial non–profit organizations	11,317,681	0	11,317,681	7,310,743
Payments to national organizations	3,919,645	0	3,919,645	4,302,325
	15,237,326	0	15,237,326	11,613,068
Operating expenses				
Salaries and employee benefits	5,823,352	1,723,375	7,546,727	9,585,210
Professional and special services	833,357	123,847	957,204	1,647,466
Accommodation	543,687	165,031	708,718	993,181
Travel and relocation	273,447	143,559	417,006	329,698
Communication	163,999	17,293	181,292	267,977
Repairs	130,079	13,984	144,063	155,693
Information	102,938	28,155	131,093	374,444
Utilities, material and supplies	85,776	9,646	95,422	4,970
Amortization	84,674	10,465	95,139	89,974
Equipment	62,814	2,980	65,794	15,648
Equipment rentals	32,410	4,227	36,637	63,001
Miscellaneous	2,632	461	3,093	946
	8,139,165	2,243,023	10,382,188	13,528,208
	23,376,491	2,243,023	[illegible]	25,141,276
Revenues				
Proceeds from the disposal of Crown assets	180	22	202	93
Net cost of operations	23,376,311	2,243,001	[illegible]	25,141,183

The accompanying notes form an integral part of these financial statements.

... *continued*

Table 9: Financial Statements (cont'd)

Statement of Financial Position (Unaudited)

as at March 31 (in dollars)	2008	2007
Assets		
Financial assets		
Accounts receivable and advances (Note 4)	**98,279**	108,102
Non-financial assets		
Prepaid expenses	**499**	0
Tangible capital assets (Note 5)	**479,493**	99,031
	479,992	99,031
	578,271	207,133
Liabilities and equity of Canada		
Liabilities		
Accounts payable and accrued liabilities	**1,854,844**	2,603,065
Vacation pay and compensatory leave (Note 6)	**498,363**	333,046
Employee severance benefits (Note 7)	**1,548,977**	1,438,018
	3,902,184	4,374,129
Equity of Canada	**(3,323,913)**	(4,166,996)
	578,271	207,133

The accompanying notes form an integral part of these financial statements.

Statement of Equity (Unaudited)

for the year ended March 31 (in dollars)	2008	2007
Equity of Canada, beginning of year	**(4,166,996)**	(2,539,810)
Net cost of operations	**(25,619,312)**	(25,141,183)
Current year appropriations used (Note 3)	**25,290,722**	24,048,520
Revenue not available for spending	**(202)**	(93)
Change in net position in the Consolidated Revenue Fund (Note 3)	**8,540**	(2,105,835)
Services provided without charge by other government departments (Note 8)	**1,163,335**	1,571,405
Equity of Canada, end of year	**(3,323,913)**	(4,166,996)

The accompanying notes form an integral part of these financial statements.

... *continued*

Table 9: Financial Statements (cont'd)

Statement of Cash Flow (Unaudited)

for the year ended March 31 (in dollars)	2008	2007
Operating activities		
Net cost of operations	**25,619,312**	25,141,183
Non-cash items:		
Amortization of tangible capital assets	**(95,139)**	(89,974)
Services provided without charge by other government departments (Note 8)	**(1,163,335)**	(1,571,405)
Variations in Statement of Financial Position:		
Decrease (increase) in liabilities	**471,945**	(1,508,700)
Increase in prepaid expenses	**499**	0
Decrease in accounts receivable and advances	**(9,823)**	(102,799)
	24,823,459	**21,868,305**
Capital investment activities		
Acquisitions of tangible capital assets (Note 5)	**475,601**	74,287
Financing activities		
Net cash provided by Government of Canada	**(25,299,060)**	(21,942,592)
Net cash used	**479,493**	0

The accompanying notes form an integral part of these financial statements.

Notes to the Financial Statements (Unaudited)

1. AUTHORITY AND PURPOSE

Status of Women Canada (SWC) was established by the Government of Canada in 1976 to "co-ordinate policy with respect to the status of women and administer related program" (Order in Council 1976-779). The mandate of SWC is further guided by the *Canadian Charter of Rights and Freedoms*, as well as by Canada's adherence to the *Convention on the Elimination of all Forms of Discrimination against Women* and its renewed commitment to implement the *United Nations' Beijing Platform for Action (1995 and 2005)*. SWC plays a key role in fulfilling the Government of Canada's commitment to building a society that is inclusive and respectful of all Canadians by promoting equitable public policy and building knowledge and organizational capacity on gender equality. We promote equality and the full participation of girls and women in Canada.

Strategic outcome: Gender equality and the full participation of women in the economic, social, cultural and political life of Canada. To achieve real progress on gender equality, SWC is firmly committed to consulting and acting in partnership with non-government organizations, provincial and territorial governments, the private sector, foreign governments and international organizations.

... continued

Table 9: Financial Statements (cont'd)

Notes to the Financial Statements (cont'd)

Program activities:

- Build knowledge and organizational capacity on gender equality: by focussing on developing the knowledge and capacity of a number of stakeholders so they are better informed and able to address gender-based issues of significance to Canadian society in a coordinated manner.
- Promote equitable public policy: by focussing on horizontal work across government and with other orders of government. Its goal is to influence the development of public policies and programs that respond to the diversity of women's perspectives and realities.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector.

Significant accounting policies are as follows:

(a) Parliamentary appropriations
The department is financed by the Government of Canada through Parliamentary appropriations. Appropriations provided to the department do not parallel financial reporting according to generally accepted accounting principles since appropriations are primarily based on cash flow requirements. Consequently, items recognized in the statement of operations and the statement of financial position are not necessarily the same as those provided through appropriations from Parliament. Note 3 provides a high-level reconciliation between the bases of reporting.

(b) Net Cash Provided by Government
The department operates within the Consolidated Revenue Fund (CRF), which is administered by the Receiver General for Canada. All cash received by the department is deposited to the CRF and all cash disbursements made by the department are paid from the CRF. The net cash provided by Government is the difference between all cash receipts and all cash disbursements including transactions between departments of the federal government.

(c) Change in net position in the Consolidated Revenue Fund
The change in net position in the Consolidated Revenue Fund is the difference between the net cash provided by Government and appropriations used in a year, excluding the amount of non-respendable revenue recorded by the department. It results from timing differences between when a transaction affects appropriations and when it is processed through the CRF.

(d) Revenues
Revenues are accounted for in the period in which the underlying transaction or event occurred that gave rise to the revenues.

(e) Expenses
Expenses are recorded on the accrual basis:

- Grants are recognized in the year in which the conditions for payment are met. In the case of grants which do not form part of an existing program, the expense is recognized when the Government announces a decision to make a non-recurring transfer, provided the enabling legislation or authorization for payment receives parliamentary approval prior to the completion of the financial statements.
- Contributions are recognized in the year in which the recipient has met the eligibility criteria or fulfilled the terms of a contractual transfer agreement.

... continued

Table 9: Financial Statements (cont'd)

Notes to the Financial Statements (cont'd)

- Vacation pay and compensatory leave are expensed as the benefits accrue to employees under their respective terms of employment.
- Services provided without charge by other government departments for accommodation, the employer's contribution to the health and dental insurance plans and legal services are recorded as operating expenses at their estimated cost.

(f) Employee future benefits

i Pension benefits: Eligible employees participate in the Public Service Pension Plan, a multi-employer plan administered by the Government of Canada. The department's contributions to the Plan are charged to expenses in the year incurred and represent the total obligation to the Plan. Current legislation does not require the department to make contributions for any actuarial deficiencies of the Plan.

ii Severance benefits: Employees are entitled to severance benefits under labour contracts or conditions of employment. These benefits are accrued as employees render the services necessary to earn them. The obligation relating to the benefits earned by employees is calculated using information derived from the results of the actuarially determined liability for employee severance benefits for the Government as a whole.

(g) Accounts receivable

Accounts receivable are stated at amounts expected to be ultimately realized; a provision is made for receivables where recovery is considered uncertain.

(h) Tangible capital assets

All tangible capital assets and leasehold improvements having an initial cost of $2,500 or more are recorded at their acquisition cost. The department does not capitalize intangibles, works of art and historical treasures that have cultural, aesthetic or historical value, assets located on Indian Reserves and museum collections.

Amortization of capital assets is done on a straight-line basis over the estimated useful life of the capital asset as follows:

Asset class	*Amortization period*
Machinery and equipment	3–5 years
Informatics hardware	3–5 years
Informatics purchased and developed software	3 years
Other equipment, including furniture	5 years

(i) Measurement uncertainty

The preparation of these financial statements in accordance with Treasury Board accounting policies, which are consistent with Canadian generally accepted accounting principles for the public sector, requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses reported in the financial statements. At the time of preparation of these statements, management believes the estimates and assumptions to be reasonable. The most significant items where estimates are used are the liability for employee severance benefits and the useful life of tangible capital assets. Actual results could significantly differ from those estimated. Management's estimates are reviewed periodically and, as adjustments become necessary, they are recorded in the financial statements in the year they become known.

... continued

Table 9: Financial Statements (cont'd)

Notes to the Financial Statements (cont'd)

3. PARLIAMENTARY APPROPRIATIONS

The department receives most of its funding through annual Parliamentary appropriations. Items recognized in the statement of operations and the statement of financial position in one year may be funded through Parliamentary appropriations in prior, current or future years. Accordingly, the department has different net results of operations for the year on a government funding basis than on an accrual accounting basis. The differences are reconciled in the following tables:

(a) Reconciliation of net cost of operations to current year appropriations used:

(in dollars)	2008	2007
Net cost of operations	**25,619,312**	25,141,183
Adjustments for items affecting net cost of operations but not affecting appropriations:		
Add (Less):		
Services provided without charge by other government departments	**(1,163,335)**	(1,571,405)
Employee severance benefits	**(110,959)**	356,796
Amortization of tangible capital assets	**(95,139)**	(89,974)
Reversal/adjustments of previous year expenditures	**20,489**	57,434
Justice Canada charges	**0**	(12,893)
Allowance for vacation and compensatory leave	**(145,535)**	112,133
Revenue not available for spending	**202**	93
Other	**(20,001)**	(20,301)
	(1,514,278)	(1,168,117)
Adjustments for items not affecting net cost of operations but affecting appropriations:		
Acquisitions of tangible capital assets	**475,601**	74,287
Variation in advances	**1,256**	1,167
Forgiveness of debt	**708,332**	0
Variation in prepaid expenses	**499**	0
	1,185,688	75,454
Current year appropriations used	**25,290,722**	24,048,520

... continued

Table 9: Financial Statements (cont'd)

Notes to the Financial Statements (cont'd)

(b) Appropriations provided and used:

(in dollars)	2008	2007
Operating expenditures—Vote 95 (Vote 110 in 2007)	**6,958,000**	11,489,000
Supplementary Vote 95a (Vote 110a in 2007)	**478,726**	384,591
Supplementary Vote 95b	**1,829,170**	0
Forgiveness of debt (section 24.1(1) of the FAA)—Vote 101a	**708,332**	0
Grants and Contributions—Vote 100 (Vote 115 in 2007)	**11,950,000**	11,750,000
Grants and Contributions—Vote 100a (Vote 115a in 2007)	**4,500,000**	1
Supplementary Vote—Vote 100b	**1,700,000**	0
Transfer from TB—Vote 5	**0**	115,815
Transfer from TB—Vote 15	**62,000**	119,000
Transfer from TB—Vote 22	**574,450**	0
Transfer from TB—Vote 23	**343,904**	0
	29,104,582	23,858,407
Lapsed appropriations	**4,759,187**	1,128,210
	24,345,395	22,730,197
Contributions to employee benefits plan	**945,327**	1,318,323
Current year appropriations used	**25,290,722**	24,048,520

(c) Reconciliation of net cash provided by Government to current year appropriations used:

(in dollars)	2008	2007
Net cash provided by Government	**25,299,060**	21,942,592
Revenue not available for spending	**202**	93
Change in net position in the Consolidated Revenue Fund		
Reversal of expenditures related to Justice Canada	**0**	(12,893)
Reversal/adjustments of previous year expenditures	**20,489**	57,434
Variation in accounts receivable and advances	**9,823**	102,799
Variation in accounts payable and accrued liabilities	**(748,221)**	1,977,628
Forgiveness of debt	**708,332**	0
Other	**1,038**	(19,133)
	(8,540)	2,105,835
Current year appropriations used	**25,290,722**	24,048,520

... continued

Table 9: Financial Statements (cont'd)
Notes to the Financial Statements (cont'd)

4. ACCOUNTS RECEIVABLE AND ADVANCES

The following table presents details of accounts receivable and advances:

(in dollars)	2008	2007
Receivables from other Federal Government departments and agencies	**84,383**	83,657
Receivables from external parties	**10,073**	21,878
Employee advances	**3,823**	2,567
Other[a]	**0**	708,332
Allowance for doubtful accounts	**0**	(708,332)
	98,279	108,102

[a] SWC has the approval and legal authority to make grants and contribution payments. As the spending authority applied to grants at the time the payment of $0.7 million was made, an accounting adjustment is required. Hence, an allowance for doubtful accounts of equivalent value was created.

5. TANGIBLE CAPITAL ASSETS

Cost (in dollars)	*Opening balance*	*Acquisitions*	*Disposals and write-offs*	*Closing balance*
Machinery and equipment	25,233	18,536	0	**43,769**
Informatics hardware	840,664	252,894	0	**1,093,558**
Informatics purchased and developed software	248,988	90,144	0	**339,132**
Other equipment, including furniture	263,638	114,027	0	**377,665**
	1,378,523	475,601	0	**1,854,124**

Accumulated amortization (in dollars)	*Opening balance*	*Amortization*	*Disposals and write-offs*	*Closing balance*
Machinery and equipment	23,403	1,900	0	**25,303**
Informatics hardware	771,782	48,390	0	**820,172**
Informatics purchased and developed software	221,198	8,438	0	**229,636**
Other equipment, including furniture	263,109	36,411	0	**299,520**
	1,279,492	95,139	0	**1,374,631**

Net book value (in dollars)	2008	2007
Machinery and equipment	**18,466**	1,830
Informatics hardware	**273,386**	68,882
Informatics purchased and developed software	**109,496**	27,790
Other equipment, including furniture	**78,145**	529
Net book value	**479,493**	99,031

Amortization expense for the year ended March 31, 2008 is $95,139 (2007, $89,974)

... continued

Table 9: Financial Statements (cont'd)

Notes to the Financial Statements (cont'd)

6. VACATION PAY AND COMPENSATORY LEAVE

(in dollars)	2008	2007
Allowance for vacation	**488,008**	323,669
Allowance for compensatory leave	**10,355**	9,377
	498,363	333,046

7. EMPLOYEE BENEFITS

(a) Pension benefits:

The department's employees participate in the Public Service Pension Plan, which is sponsored and administered by the Government of Canada. Pension benefits accrue up to a maximum period of 35 years at a rate of 2 per cent per year of pensionable service, times the average of the best five consecutive years of earnings. The benefits are integrated with Canada/Québec Pension Plans benefits and they are indexed to inflation.

Both the employees and the department contribute to the cost of the Plan. The 2007-08 expense amounts to $689,143 ($971,604 in 2006-07), which represents approximately 2.1 times (2.2 in 2006-07) the contributions by employees.

The department's responsibility with regard to the Plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada, as the Plan's sponsor.

(b) Severance benefits:

The department provides severance benefits to its employees based on eligibility, years of service and final salary. These severance benefits are not pre-funded. Benefits will be paid from future appropriations. Information about the severance benefits, measured as at March 31, is as follows:

(in dollars)	2008	2007
Accrued benefit obligation, beginning of year	**1,438,018**	1,794,814
Expense for the year	**(669,184)**	(1,059,175)
Benefits paid during the year	**780,143**	702,379
	1,548,977	1,438,018

8. RELATED PARTY TRANSACTIONS

The department is related as a result of common ownership to all Government of Canada departments, agencies, and Crown corporations. The department enters into transactions with these entities in the normal course of business and on normal trade terms. Also, during the year, the department received services which were obtained without charge from other Government departments as presented in part (a).

... continued

Table 9: Financial Statements (cont'd)

Notes to the Financial Statements (cont'd)

(a) Services provided without charge by other government departments:

During the year the department received without charge from other departments, accommodation, the employer's contribution to the health and dental insurance plans, and legal services. These services without charge have been recognized in the department's Statement of Operations as follows:

(in dollars)	2008	2007
Accommodation	**708,718**	993,181
Employer's contribution to the health and dental insurance plans	**426,511**	563,472
Legal services	**28,106**	14,752
	1,163,335	1,571,405

The Government has structured some of its administrative activities for efficiency and cost-effectiveness purposes so that one department performs these on behalf of all without charge. The costs of these services, which include payroll and cheque issuance services provided by Public Works and Government Services Canada and audit services provided by the Office of the Auditor General, are not included as an expense in the department's Statement of Operations.

(b) Payables and receivables outstanding at year-end with related parties:

(in dollars)	2008	2007
Accounts payable to other government departments and agencies	**133,378**	19,015

Section IV – Other Items of Interest

In 2007–2008, change management was a key priority for SWC. To manage the strategic and operational changes effectively, measures were taken to streamline existing processes, create new systems, strengthen staff capacity, and acquire relevant expertise through staffing actions and/or training. For 2007–2008, the resources associated with corporate elements among the two program activities were estimated as follows:

Program activity	% allocated
Promote equitable public policy	11%
Build knowledge and organizational capacity on gender equality	89%

Program Delivery Model

In addition to the two funding components, SWC introduced calls for proposals to administer the WP. These changes required, among others, the development and/or enhancement of tools, a more proactive outreach strategy, an enhanced and standard review process, and a greater use of the information technology. The streamlined process and improved tools facilitated a broader program reach and increased efficiency in program administration.

By creating the WPF, SWC is investing strategically in women's issues. This Fund is crucial in that:

- it facilitates the engagement of different players in advancing equality for women, thereby creating a partnership among public, private, and voluntary sectors, and sustained ownership of the solutions required to address challenges.
- it enables SWC to leverage funding, expertise, and networks from partners, increasing the level and diversifying the sources of funding needed to advance equality for women and girls in Canada.
- it supports collaborative projects that enable SWC to build partnerships within and beyond the federal jurisdiction in order to address systemic barriers that impede the full participation of women in Canadian society.

Corporate Services

Human Resources

SWC has implemented effective Workforce Adjustment measures to address various staff issues. It hired new employees and provided training to ensure business continuity and to meet the new service standards created during the transition. As part of its governance structure, SWC also proceeded with the staffing of key positions both at the executive level and throughout the organization. There are ongoing impacts being experienced in 2008–2009 from the implementation of Workforce Adjustment measures in 2006–2007, 2007–2008.

Information Technology

As part of its corporate priorities, SWC modernized its information technology (IT) infrastructure as planned in its Network Architecture Modernization Project (NAMP). It also began phase two of the NAMP by installing VMW servers to virtualize the IT infrastructure, ensure business continuity, and reduce maintenance costs.

Communications

The changes of 2006–2007 and the ensuing transition period in 2007–2008 generated considerable public and media interest. This had an impact on SWC due to the extent of demand for its communication services, both in terms of access to information and engaging the public.

In 2007–2008, SWC maintained regular and ongoing contact with the public, its partners and key stakeholders in order to provide timely and accurate information about its activities. This communication served not only to inform the public, media, parliamentarians, and other stakeholders, but also to respond to enquiries about the status of the organization and the change process.

Lessons learned: The year 2007–2008 saw the transformation of SWC both in its strategic direction and operational activities. This transformation provided key lessons, including those pertaining to the shift, in the delivery of SWC's mandate, toward a more strategic and focused approach with a more direct impact on women. For example:

- By focusing its support and capacity building activities in key areas, including accountability mechanisms (in central agencies and select federal departments), SWC was able to make encouraging progress in its efforts to facilitate the integration of gender-based analysis in the development and analysis of public policies and programs.
- By streamlining its program delivery model, (e.g., introduction of two funding components, use of calls for proposals), SWC was able to broaden its reach, ensure a direct impact on women and build strategic partnerships so as to engage a broad section of Canadians in the efforts to advance equality for women.

Looking Beyond Transition

As indicated in the previous sections, the reporting year provided SWC with opportunities to enhance its performance and achieve concrete results. At the same time, it was also a period of challenges that required strategic action. SWC is now looking beyond this transition period and seizing the opportunities that have been created with the renewal of the organizational directions. As such, it will continue its efforts to achieve a higher degree of excellence by building on the successes and lessons learned in 2007–2008.

With a number of exciting initiatives in the horizon, SWC has much to look forward to in 2008–2009 and beyond. Some of the future initiatives are:

- the announcement in the Budget 2008 of "an Action Plan that will advance the equality of women across Canada ..." The Action Plan will require SWC to develop an implementation strategy that will deliver on the government agenda of advancing equality for women. In support of the Federal Action Plan for Women, SWC initiated a number of strategic partnerships to advance women's economic security and prosperity, to address violence against women and to increase the participation of women and girls in leadership roles across society.
- SWC, in collaboration with other federal departments, started work on a framework for a set of equality indicators to track the situation of women, identify gaps and to monitor the progress made toward the full participation of women in Canadian society. This framework, to be finalized in 2008–2009, focuses primarily on women's economic security and personal safety.

Statutory and Departmental Reports

- *Status of Women Canada 2007–2008: Report on Plans and Priorities*
- *Status of Women Canada 2006–2007 Departmental Performance Report*

For other reports/documents of public interest, please visit the SWC Web site: http://www.swc-cfc.gc.ca.

Contact Information for the 2007–2008 DPR

For questions on financial information provided in this DPR, please contact:

Cindy Paquette
Corporate Services
Telephone: 613-947-1453
Fax: 613-947-6113
E-mail: Cindy.Paquette@swc-cfc.gc.ca

For other questions, contact:

Ainalem Tebeje
Communications and Strategic Planning
Telephone: 613-995-1811
Fax: 613-943-2386
E-mail: Ainalem.Tebeje@swc-cfc.gc.ca

Annex A – Feedback on the 2007–2008 DPR

Thank you for taking the time to review our DPR. We welcome your comments and suggestions which we will use to enhance the quality of our performance as well as plans and priorities reports.

		Yes	No
1.	Is this your first exposure to Status of Women Canada's DPR?	☐	☐
2.	Is there an improvement over our previous reporting documents?	☐	☐
3.	Would you recommend this report to someone else?	☐	☐

Why or why not?

_____

_____

4. In what capacity did you read our DPR? (Check one only)

Member of the House of Commons/Senate	☐	Canadian public	☐
House of Commons/Senate staff	☐	Media	☐
Federal/provincial/territorial Public Servant	☐	Private sector	☐
Canadian NGO	☐	International organization	☐
Other (specify):	☐	Foreign organization/government	☐

_____

5. Why did you read our DPR? (Check all boxes that apply)

As part of a Parliamentary Committee	☐
To increase your knowledge about SWC	☐
To see the results achieved during the reporting year	☐
To understand how resources were used	☐
To appreciate the accomplishments and challenges of SWC	☐

	Dissatisfied	Satisfied	No opinion
Please rank your satisfaction with the following:			
Usefulness of content	☐	☐	☐
Readability	☐	☐	☐
Concise reporting	☐	☐	☐
Ease with which specific information can be found	☐	☐	☐

Suggestions for improvement:

_____

_____

_____

Please fax comments and suggestions to Ainalem Tebeje (613-943-2386)